Washington Workforce Training & Education Coordinating Board

WA COMBINED STATE PLAN UPDATE INTERVIEW REPORT OUT
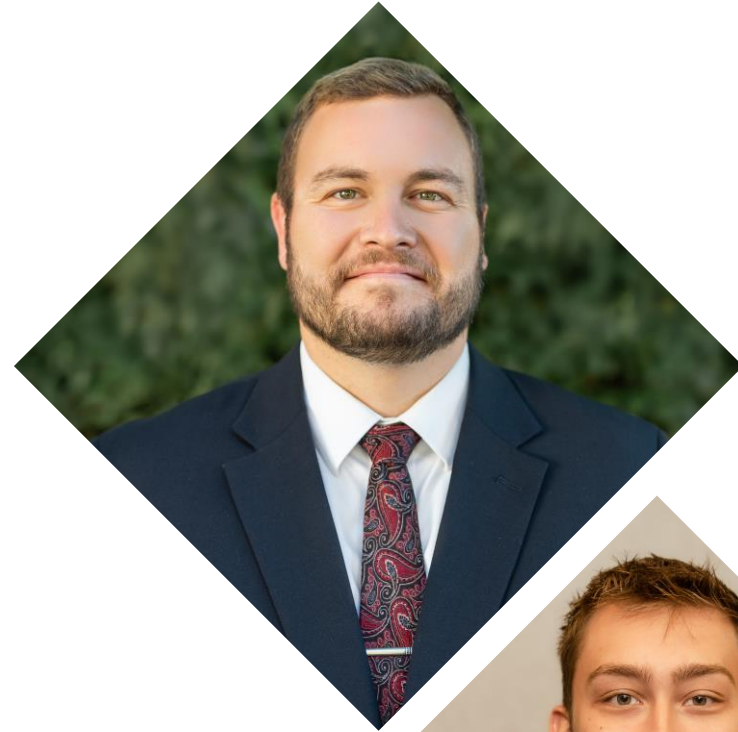
FirstRule Group

February 23, 2023

Introductions

Jairus Rice–

Project Manager

Duncan McDermott–

Project Coordinator

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Agenda

- Process Review
- Combined State Plan Requirements Overview
- Interview Themes – Structure, Vision & Strategy
- Alignment to the Governor's principles
- Other Areas of Alignment
- Other Opportunities
- Discussion
- Next Steps

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Process Review

Interviewed 50 people from the following organizations:

Workforce Training & Education Coordinating Board
Local Workforce Development Boards
WTECB Labor Representatives
WTECB Business Representatives
WTECB Education and Youth Policy Advisor
Governor's Office
Dept of Services for the Blind Director
Dept of Veterans Affairs
Dept of Corrections
State Board of Community & Technical Colleges
Dept of Commerce
Office of the Superintendent of Public Instruction
Employment Security Department
Dept of Social & Health Services

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Combined State Plan Requirements Overview

I.   WIOA State Plan Type and Executive Summary

    a.   WIOA State Plan Type

    b.   Plan Introduction or Executive Summary

II.   Strategic Elements

    a.   Economic, Workforce, and Workforce Development Activities Analysis

    b.   State Strategic Vision and Goals

    c.   State Strategy

III.   Operational Planning Elements

    I.   State Strategy Implementation

    II.   State Operating Systems and Policies

IV.   Coordination with State Plan Programs

V.   Common Assurances (For All Core Programs)

VI.   Program-Specific Requirements for Core Programs

VII.   Program-Specific Requirements for Combined State Plan Partner Programs

Performance Indicator Appendix

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Interview Themes – Structure

Pain Points

- Too Long

- Difficult to Navigate

- Difficult to Connect-the-Dots

Recommendations

- Include an Executive Summary

- Use links to reports/studies where possible

- Consider differentiating between what you send to satisfy the Federal Government and what you use to guide Washington efforts

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Interview Themes – Vision

A system that......

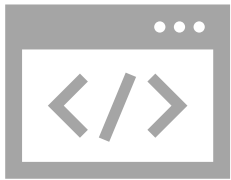can react quickly to address current gaps
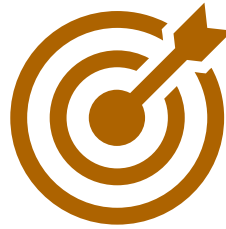
anticipates the future of work

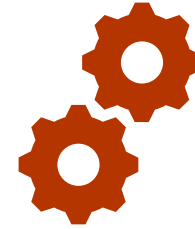plans, acts and achieves with an Equity lens

Interview Themes - Strategy

Better incorporate/integrate all the WA State efforts

Develop clear and measurable system goals

Be anticipatory and leverage work in motion

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Principle #1

Improved access and outstanding customer service for people who rely on our public workforce system to move them into new jobs, education opportunities and career pathways. This includes expanded hours beyond traditional work schedules; <u>simplified intake and eligibility determination</u>; more individualized case management and job placement services, and <u>accelerated attainment of credentials of value</u>.

What we heard:

Once in a decade opportunities to leverage system modernizations in-motion for streamlined intake, eligibility, co-enrollment, and performance tracking.

> *<u>Consider</u>: Creating the roadmap that connects these systems for customers, removes redundant eligibility applications, determinations and enrollments, and would more properly feed a common data estate. Might start with an RSA to share in hiring a Product Manager.*

Consistency in a desire to accelerate credential attainment through stackable credentials, better transferability and reduction in minimum financial investment.

> *<u>Consider</u>: Increasing education credit acceptance across state higher educations systems. Education and Business partnering to understand in what programs micro-credentialling would lead to accelerated employment opportunities and provide more immediate gratification to learners.*

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Principle #2

Stronger ongoing <u>supports for people seeking to sustain and improve their economic circumstances</u>. Develop and advocate for budget and policy proposals that minimize challenges workers face in accessing social safety net programs that are critical to maintaining economic stability and connection to the workforce, such as unemployment insurance and paid leave.

What we heard:

Washington residents are unaware of the programs that are available to them and how to access them.

<u>Consider</u>: Creating a formal marketing plan that brings awareness of state programs, particularly the most effective and underutilized, to Washington Residents.

<u>Consider</u>: Creating a common-intake (or common-door) through phone, website, and/or chat for those needing help to call for direction.   There may be local models to emulate.

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Principle #3

A robust and seamless referral system that ensures customers receive and benefit from the services they need, when they need them. Apply the "no-wrong-door" approach to connecting individuals to services. This includes career and education counseling, health care, scholarships and training grants, cash assistance, legal aid, childcare, supplemental nutrition benefits, transportation, housing and more. Seamlessly connecting our fellow citizens with these services will improve their chances to gain and keep meaningful employment and eventually improve the quality of life in our communities.

What we heard:

Once in a decade opportunities to leverage system modernizations in-motion for streamlined intake, eligibility, co-enrollment, and performance tracking.

Consider: Creating the roadmap that connects these systems for customers, removes redundant eligibility applications, determinations and enrollments, and would more properly feed a common data estate. Might start with an RSA to share in hiring a Product Manager.

The number of organizations, programs and access routes remains very complicated. System navigators are good and needed, but they treat the symptom of confusion, not the root cause of a complicated system.

Consider: What simplifications in program alignment, qualifications, responsible organization would reduce the need for Navigators.

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Principle #4

Create a system-wide management information system to help us understand the real value of our collective services, not just the performance of individual programs. Track a customer's experience from the minute they encounter the workforce system through their participation in a variety of supports and services offered by Washington state agencies, and share data in ways that facilitate customer success.

What we heard:

Once in a decade opportunities to leverage system modernizations in-motion for streamlined intake, eligibility, co-enrollment, and performance tracking.

> *Consider: Creating the roadmap that connects these systems for customers, removes redundant eligibility applications, determinations and enrollments, and would more properly feed a common data estate. Might start with an RSA to share in hiring a Product Manager.*

A strong desire to keep progressing on data sharing and maturity, bringing back measurable system goals and outcome tracking.

> *Consider: Incorporating a Quarterly Review Process, with measurable goals, process owners, etc.*

> *Consider: Developing priority data sharing barriers to engage legislative, congressional and legal services to resolve.*

> *Consider: Sponsorship of specific ERDC actions that will incorporate and integrate the highest priority education and employment data to support decision-making and create clarity of outcomes.*

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Principle #5

Stronger connections and meaningful participation with <u>workers</u> and <u>labor unions</u> and with <u>employers</u> throughout the state. Washington is fortunate to have strong unions and innovative employers. Both have been grappling with the dramatic changes we've been experiencing. It's critical that we listen to, and partner with the people that make our economy work.

What we heard:

We are not taking advantage of the energy and opportunities that exist through Apprenticeship and Pre-Apprenticeship programs, grants, etc.

<u>Consider</u>: Creating a more robust apprenticeship development strategy and governing body at the state level with formal responsibility to create, grow and support apprenticeship models beyond the regulatory environment.

We are not balanced in addressing real-time needs while engaging in meaningful future-focused activities.

Consider: Forming sub-groups and specific measurables goals to connect the workforce system support to incoming federal investments. (e.g. CHIPS for America Fund, IIJA, IRA).

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Principle #6

Reaching underserved and/or economically underrepresented populations in all corners of the state to eliminate economic disparities: Rural, urban, communities of color, workers with disabilities, immigrant communities and others who have been marginalized or disenfranchised from full economic participation. We must be better at reaching people where they are and providing services in ways that are enticing to and beneficial to the populations that are historically left behind. If you have not already done so, please invite assistance from Dr. Karen Johnson, the executive director of my Office of Equity.

What we heard:

A desire to create stronger connections to work-in-motion. A plea to invest more in work that's already occurring before creating more. Be considerate of not overburdening community partners and individuals with lived experience to develop action plans.

Consider: Assign WETCB members to be responsible for the connection, integration and report out of activities occurring in other workgroups, committees and task forces that need workforce development support. These might include the Poverty Reduction Workgroup, State Broadband Initiatives, Advisory Council on Homelessness, Results WA, Washington Resilience Group. Consult with the Office of Equity to inquire as to where else to plug in.

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Other Areas of Alignment

Barriers of focus

- Housing
- Childcare
- Transportation
- Poverty
- Digital Divide

Industries of focus

- Healthcare
- Manufacturing
- Energy
- Growth of Apprenticeship outside of the traditional Trades

Populations of focus

- BIPOC and other historically marginalized groups
- Youth and young adults
- Incumbent workers most likely to be impacted by current/future policies
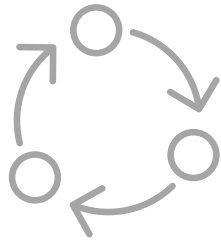
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Other Opportunities

- Dust off the 360 Study completed in 2020
- Address definitional issue with "Pathways"
- Teaching employers how to automate
- Become more of a user of the system
- Accelerate the time it takes to implement

Discussion

Next Steps

Incorporate today's feedback

Deliverables to WETCB

Heat Map

High Level Project Schedule

Partner/Stakeholder Plan

Required Change Summary

Thank You